Welcome to San Diego,

Attached you will find a Self-Assessment Tool kit. We request that you read through this package tonight and give it some careful thought. It relates to the General Accounting Office "Best IM Practices," a report completed by GAO about two years ago and recognized by many in government and industry as one of the best reports yet produced on the subject.

The Best Practices benchmarked the "best of breed" companies and government agencies across the country and identified eleven "IM Practices" that they had in common that gave them a competitive edge. The first part of the attached package briefly outlines those practices.

The remainder of the package provides you with the opportunity to assess how we are doing in the DoN. This will provide us with a clearer picture of where our capabilities are now and enable us to move to our desired state with a better understanding of what it is we need to do. The Self-Assessment Package is based upon the GAO model but is customized to better address our specific DoN issues and to allow you to select your answers from a defined set of statements.

You will note that you are asked to do the assessment for the Department as a whole and also for your particular Echelon II Command. This will enable us to better understand our organizational strengths and weaknesses, allow us to select our own "best of breed," and help us to begin looking at the issues that confront us as a DoN team.

You are asked to complete and turn in the last two pages of this assessment tomorrow at the conference. They will be collected and aggregated to provide the basis for our discussions on Wednesday. We are fortunate to have with us Mr. Chris Hoenig, the Director of the GAO office that developed and published the report. He will offer us some insight on the Best Practices and assist us in interpreting our Self Assessment results.

Thank you for your time and diligence.

Strategic Information Management

Self-Assessment Toolkit

for

Department of the Navy

Information Management Off-Site
San Diego

6-7 March 1996

Background

The purpose of this Strategic Information Management Self-Assessment is to assist senior DoN managers in determining how well the Department is applying information resources to support and perform its overall mission, goals and objectives. Emphasis in the self assessment is on both the use of effective IM strategies and processes and on the resultant performance of IM in improving DoN mission performance. The self-assessment is developed based on a GAO model; the GAO model was developed by GAO IRM Issues and Policies as a follow-on to their widely acclaimed GAO "Eleven Best IM Practices" report.

The "Eleven Best IM Practices" report identifies and describes 11 fundamental management practices followed by the senior management of successful organizations. These 19 private sector, state government and federal government organizations applied information technology to improve their mission performance. Key areas were reduced costs, improved quality, and increased responsiveness to customers.

Eleven Best IM Practices

Practice 1: Recognize and communicate the urgency to change information management practices.

Senior management focuses on what they are getting for the money being spent on IM and what information they need to run the organization. Without executives recognizing the need to improve IM, meaningful changes is slow, and sometimes impossible. To significantly increase the rate of change requires new technologies, new processes, and new ways of doing business.

Practice 2: Get line management involved and create ownership

Line ownership and accountability starts with the chief executive, who sets clear expectations and places responsibility for IM decisions and results with line executives who deal directly with the customer. Without such accountability, it is too easy to improperly delegate decision-making, accept project delays, and/or fail to discern the loss of projected benefits.

Practice 3: Take action and maintain momentum

The understanding that IM can improve productivity and efficiency brings a willingness to take action and seek real improvements. Because of barriers to improving IM, leading organizations give considerable attention to initiating the change process. Practices include educating line managers, creating ownership, exploiting opportunities and creating incentives -- all to develop momentum.

Practice 4: Anchor strategic planning in customer needs and mission goals

Almost every organization has mission and information planning processes and plans. But the most effective strategic business and IM planning processes are both tightly linked and anchored, not to bureaucratic requirements, but to explicit goals that meet external customer needs. Successful information systems are defined not only as the ones delivered on time and within budget, but also as those that produce meaningful improvements in cost, quality, and timeliness of services.

Practice 5: Measure the performance of key mission delivery processes

Successful organizations rely heavily on performance measures to define mission goals and objectives, qualify problems, evaluate alternatives, allocate resources, track progress, and learn from mistakes. Good performance measures define the information needed to perform a mission well and allow organizations to learn objectively and consistently over time. They also measure whether IM projects really make an impact on mission outcomes.

Practice 6: Focus on process improvement in the context of an architecture

IM projects that do not consider process redesign typically fail or reach only a fraction of their potential. Similarly, where process improvement efforts ignore technology improvements and are pursued in an uncoordinated and unorganized fashion, chaos, incompatibility, and fragmentation can result. To reduce risks and maximize the benefits of process improvements across an entire enterprise, an architecture (i.e., shared standards and rules for processes, data, and technology) is vital.

Practice 7: Manage information systems projects as investments

Leading organizations manage proposed information systems projects as investments, rather than expenses. Moreover, senior management teams use a disciplined process to select, control, and evaluate all major information systems projects. This disciplined process ensures that dollars are put to work whether the needs are greatest and the returns on investment are highest.

Practice 8: Integrate the planning, budgeting, and evaluation processes

Successful organizations pay close attention to integrating the planning, budgeting, and performance measurement processes. This helps force the linkage of information systems efforts to the mission, provide tight controls during implementation, and allow regular assessments to ensure that benefits accrue. Without links to planning, budgeting becomes a reactive exercise to priorities of the moment that are not weighed adequately against future needs. Without links to performance measurement, mistakes are either not discovered or are repeated. And without links to budgeting, plans become mere paper exercises in rationalization.

Practice 9: Establish customer/supplier relationships between line and IM professionals

The best-designed management processes in the world cannot work without defining roles and responsibilities (i.e., knowing who is going to do what). In successful organizations, line executives typically behave as the customers of IM support professionals by asserting control over information systems project funding and direction. IM professions then act as suppliers, working to support the line unit's effort to achieve a management objective, make a critical decision, or solve a problem.

Practice 10: Position a Chief Information Officer as a senior management partner

Establishing a Chief Information Officer as a senior management partner is critical to building an organization-wide IM capability. In successful organizations, the Chief Information Officer typically serves as a bridge between top management, IM units, and line management. Although the Chief Information Officer is no substitute for institutionalized IM processes, this person—working closely as a peer—helps line executives change how they manage information resources and technology assets.

Practice 11: Upgrade skills and knowledge of line and IM professionals

Lasting improvements in IM are impossible without upgrading the knowledge and skills of executives, managers, and IM professionals. In the rapidly evolving world of IT, remaining current is vital. Organizations that fail to improve themselves continuously become literally trapped in antiquated skill bases, which then become an anchor that inhibits the organization's ability to change.

IM Self-Assessment

Diagnostic Areas and Maturity Model

This is an abbreviated self-assessment intended to provide a rough order of magnitude evaluation for initial analysis and planning. To facilitate the assessment, the 11 practices are grouped into six related "Diagnostic Areas " that enable them to be reviewed as a group.

Those organizations recognized for their best practices were all judged to have "institutionalized" IM policies, procedures, and practices. This is the basis for assessment; the six areas are assessed against a "maturity model" that ranges from "Unstructured" (1) to "Institutionalized" (4). A description of the four maturity levels is as follows:

• Unstructured (Level 1) means that the organization has not defined policies or procedures for implementing IM management practices.

• Being Defined (Level 2) means that policies are being written that call for the expected IM practices, but they have not yet been put in place.

• Being Implemented (Level 3) means that appropriate IM policies and processes have been designed and are being followed only in parts of the DoN, and/or they are not being consistently followed.

• Institutionalized (Level 4) means that the DoN has fully adopted the IM practices called for, applies them consistently, and improves them through a feedback loop.

Completing the IM Self-Assessment

The assessment process is to fully complete each one of the six Diagnostic Areas by working through three steps. The three steps are as follows:

• Read the brief discussion of the issues and significance for the numbered "Diagnostic Area"

   • A short question that captures the "Critical Issue" for that area
   • The "Significance" of the area to having an IM infrastructure that supports the DoN

• You will be evaluating <u>two</u> separate levels of the DoN -- the DoN itself as a corporate entity, and the Echelon II Command that you work for either in the Navy or Marine Corps (e.g., NAVSEA) as if it were a "corporate entity." For each you are to assume that the questions apply only to that level.

• Read the first Diagnostic Criteria and Assessment Questions, then move to the facing page and read and evaluate the descriptions for the four levels. Mark the appropriate level both for the DoN and again for the Echelon II Command. Then return to the left side and read the second Diagnostic Criteria and Assessment Question, and proceed as before. Complete all Diagnostic Criteria on the two pages and move to the next page set.

      • When making a selection for each Diagnostic Criteria, each individual should make two entries, the first evaluating the DoN (as denoted by a "D"). and the second evaluating his/her Echelon Two Command (denoted by a Roman numeral II).

When determining the maturity level of a given Diagnostic Criteria, all of the characteristics of a given maturity level must be met <u>before</u> the organization can be marked at that level; if they are not, the block to the left should be marked.

Diagnostic Area 1: The importance of Information Management to the DoN

Critical Issue: Have DoN executives and senior managers initiated short- and long-term changes, using information resources, to resolve DoN mission problems and improve DoN performance?

Significance: Often, the organization approach to managing information resources takes a short-term focus. Line managers are not aware of IM issues, nor are they held accountable for effectively resolving those issues. Planning processes are closely tied to existing ways of doing business. The result -- IM strategies often have little relationship to critical line operational information needs and technological support requirements.

Diagnostic Criteria and Assessment Questions

1. DoN officials regularly assess their mission performance and identify potential contributions of IM. (corresponds to IM Best Practices # 1)

    • Has the DoN assessed its potential for using information resources in addressing its critical mission performance problems and improvement opportunities?

    • Have DoN executives and senior managers communicated to their staff a clear commitment to make improvement in DoN operations?

2. Line managers are held accountable for achieving program results through use of IM. (corresponds to IM Best Practices # 2)

    • Do DoN senior executives hold line managers accountable for meeting goals for improving mission performance with IM?

    • Are line managers involved in making critical IM decisions?

3. DoN executives balance short-term and long-term approaches to improving IM performance. (corresponds to IM Best Practices # 3)

    • Does DoN have short- and long-term goals and milestones, are there changes in IM goals or activities when significant changes occur to the environment?

    • Have senior managers recognized and supported champions for IM improvement efforts?

    • Do incentives exist for IM implementation, is IM considered as a valuable tool for increasing productivity, do line managers take ownership of IM solutions for their programs?

Typical Problems: This issue could be a concern in the DoN if there is little or no mention of IT applications as one way to address DoN mission delivery problems, while other services or organizations with similar problems have made heavy use of IT. Another indicator might be that the IM plan is prepared and signed off by IM professionals. In this case, executives and program managers may have limited knowledge of what the IM strategic plan lays out as goals and objectives, how key information resources decisions are made, or how strategic and operational IM plans are implemented.

Benchmark Matrix

Diagnostic Area 1: The Importance of IM to the DoN mission

Critical Issue: Have DoN executives and senior managers initiated short- and long-term changes, using information resources to help resolve mission problems and improve performance?

Unstructured (Level 1)	Being Drafted (Level 2)	In Implementation (Level 3)	Institutionalized (Level 4)
Diagnostic Criteria 1			
☐	☐	☐	☐
Senior line management does not recognize IM strategic potential; sees IM as administrative function with little to do with accomplishing program objectives. Senior officials do not have strategic vision where IM is used to improve mission performance.	DoN leadership has identified a set of programs or functions that are dependent on improved IM, and are assessing those requirements and/or developing plans.	DoN officials have assessed the performance of the most visible and/or critical program functions and are improving them through robust IM tools. Few IM changes are in place and their benefits have not yet been demonstrated.	DoN officials regularly assess their mission performance and identify potential for IM contributions. Extensive IM changes are in place. Improving mission performance through effective IM is an established process.
Diagnostic Criteria 2			
☐	☐	☐	☐
DoN line managers (fleet commanders, program sponsors, SYSCOMS) do not lead IM improvement efforts.	Senior DoN line managers are beginning to take responsibility for strategic business decisions in which IM solutions are a part. Confusion still exists about line responsibilities in development of IM.	Senior managers understand and are becoming involved in initiating technology projects, determining their requirements, and monitoring their progress.	Line managers are both directly involved and held accountable for achieving program results through the use of IM.
Diagnostic Criteria 3			
☐	☐	☐	☐
DoN officials do not see IM as a productivity tool. No established long-term IM objectives and goals. Focus is on short-term problems and then not at the senior level. Senior line managers generally delegate IM-related decisions to IM units.	There are some concrete ideas about how IM can improve processes/products. Some long term strategies emerging. Selected program managers are beginning to advocate/use IM solutions. Some IM long term strategies are being incorporated into strategic planning.	Long term IM planning has been made part of appropriate long term program planning but this has not been effectively implemented. Key activities include putting champions in place to encourage change.	DoN executives balance short-term and long-term approaches to improving IM performance. They have designated internal champions for IM improvement actions.

Diagnostic Area 2: Integration of strategic planning, budget, and evaluation at the DoN level

Critical Issue: Does the DoN operate using an integrated strategic management process for information technology that is based on internal and external customer needs, link planning to budget and investment decisions, and use performance assessments to revise strategic plans?

Significance: Federal agencies are required to conduct multi-year strategic planning. Strategic planning and budget requests should demonstrate how information technology will be acquired and operated to support the mission and program needs. However, for many organizations, strategic planning and its integration with budgeting and evaluation is a cumbersome, paper-intensive process that rarely focuses on producing results. Overall, decisions do not fit together into a strategic management framework that starts with organization strategic planning and ends with performance assessments, serving as input to follow-on strategic planning.

Diagnostic Criteria and Assessment Questions

1. DoN officials (a) identify and periodically reassess needs and priorities of customer groups, (b) incorporate needs into plans and goals, and (c) match products and services to customer groups. (corresponds to IM Best Practices # 4)

    • Has the DoN identified its IM internal and external customer groups and assessed their needs?

    • Has the DoN focused its IM strategic mission planning on the highest priority customer needs and mission goals?

    • Has the DoN matched its specific IM products or services to the needs of customer groups?

2. Strategic planning, budgeting, and evaluation processes are (a) fully integrated, and (b) used to make key program improvement and IM investment decisions. (corresponds to IM Best Practices # 8)

    • Does the DoN use these strategic processes to make key decisions on program budgets and information system investments?

    • Do IM strategies and assumption track from one process to another (strategic plan to budget to procurement)?

Typical Problems: Integration of IM is a concern in organizations whose planning, program, budget, and analysis organizations do not communicate and interact effectively. As a result, key strategic directions and resource allocation decisions are made on an ad hoc basis, not as part of an overall strategic management framework. For example, strategic plans are not used to prepare operational plans, budget decisions, or evaluation activities.

Benchmark Matrix

Diagnostic Area 2: Integration of strategic planning, budget, and evaluation

Critical Issue: Does the DoN operate using an integrated strategic management process that is based on internal and external customer needs, links planning to budget and investment decisions, and uses performance assessments to revise strategic plans?

Unstructured (Level 1)	Being Drafted (Level 2)	In Implementation (Level 3)	Institutionalized (Level 4)
Diagnostic Criteria 1 ☐ DoN decision-making for IM is not strategic or based on systemic review of customer needs and mission objectives. Decision makers for IM have only an intuitive sense of what the customer or program really needs. Major IM decision affecting customers and programs are left to mid-level managers.	☐ DoN is identifying its IM customers and business goals, and preparing IM strategic plans to address those customer groups. IM is not explicitly linked to mission or customer needs. DoN products and services are not match to specific customer groups.	☐ DoN officials have identified the major IM needs of internal and external customer groups and has documented it in an IM Strategic Plan but it is not widely known or used.	☐ DoN officials identify and periodically reassess the IM needs and priorities of its internal and external customer groups. DoN incorporates customer needs into the goals and objectives of its strategic and operational plans. DoN officials match their products and services to customer groups.
Diagnostic Criteria 2 ☐ Strategic planning is not integrated into other key management processes (budgeting, investment selection, or program evaluation). Planning, budgeting, and implementation cycles are not feeding into one another.	☐ Work to integrate some IM strategic management processes is underway. IM resource decisions are still made independently of planning decisions or measured performance.	☐ IM strategic plans do link to other strategic management processes, and the impact of IT is considered part of this integrated process. However, IT process versus performance is evaluated only irregularly and is not firmly linked back to planning or investment decisions.	☐ Strategic planning, budgeting and evaluation processes for IM are fully integrated in a comprehensive strategic management framework. Strategic management processes are used to make key program and investment decisions.

Diagnostic Area 3: Measure the performance of key mission delivery processes

Critical Issue: Does the DoN effectively use mission delivery and IM performance measures to gauge how well it meets the needs of the key external customers?

Significance: Performance measures should play a key role in demonstrating whether the DoN is meeting its mission goals and objectives. Some of these measures focus on the delivery of services to the public, independent of information resources. Other measures will track the usefulness of information systems maintained for use by internal customers. The Government Performance and Results Act of 1993 requires that all agencies establish performance measurement systems.

Diagnostic Criteria and Assessment Questions

1. The organization consistently uses a mix of outcome and efficiency performance measures to assess the impact of IM activities on mission delivery and productivity. (corresponds to IM Best Practices # 5)

    •   What performance measures does the DoN use to track its program and IM operations?

    •   Do these performance measures reflect the quality of customer service?

    •   Are the performance measures periodically reviewed and adjusted to improve their usefulness?

2. Managers use performance data in key IM management processes. They use baselines and benchmarks as tools for developing IM improvement goals. (corresponds to IM Best Practices # 5)

    •   How are performance indicators used to influence key program or IM decisions?

    •   Is performance measured against internal or external baselines or benchmarks

Typical Problems: Performance measures can be a concern in a variety of ways. First the DoN may have performance measures that only focus on outputs or internal activities, such as number of staff involved in a mission delivery activity, or measures that are only one type, such as financial measures. Second, the DoN may have too many measures, none focused on the vital ones that help managers assess performance and potential problem areas and target attention on correcting critical problem areas. Or the DoN may have the right measures, but little is being done with them in terms of corporate decision-making.

Benchmark Matrix

Diagnostic Area 3: Measure the performance of key mission delivery processes

Critical Issue: Does the DoN effectively use mission delivery and IM performance measures to gauge how well the DoN meets the needs of key customers?

Unstructured (Level 1)	Being Drafted (Level 2)	In Implementation (Level 3)	Institutionalized (Level 4)
Diagnostic Criteria 1			
☐	☐	☐	☐
DoN cannot measure what IM is accomplishing, for whom or at what cost. IM decision making is based on untested assumptions rather than measurable customer needs and strategic objectives.	Some IM performance measures are in place. DoN is beginning to develop new performance targets based on comparisons with other organizations and on feedback from internal customer groups. Performance measures are focused on outputs (e.g., number of reports or amount of data) rather than mission outcomes, and are used inconsistently	Some outcome-oriented performance measures are in place for specific IM products and services. Performance measures are not reevaluated periodically for relevance or adjusted for usefulness. Decisions are still not consistently based upon customer needs.	DoN consistently uses a mix of outcome and efficiency performance measures to assess the impact of IM activities on mission delivery and productivity. Performance measures are periodically reviewed and adjusted to improve their usefulness.
Diagnostic Criteria 2			
☐	☐	☐	☐
Line managers cannot judge the mission usefulness of IM since IM measures are not incorporated into business requirements. IM effectiveness is assessed independent of program outcomes.	Top level direction has directed use of metrics in IM decision making and performance goals; moderate efforts have begun to be incorporated. IM program and investment decisions are seldom based on performance data.	There is top level emphasis on metrics in IM goal setting and performance reviews; some processes are beginning to make consistent use of baselines, performance targets and benchmarks. Managers however, still do not always link IM program performance to product performance.	Program and IM managers use performance data in key management processes, including continuous improvement. Senior mangers use benchmarks as a tool for developing improvement goals for program and IM objectives.

Diagnostic Area 4: Focus on process improvement in the context of an architecture.

Critical Issue: Is the DoN focusing its IM goals, strategies, and resources on core business process improvement within the context of an organization-wide architecture?

Significance: To achieve dramatic improvements in the way we perform our mission, DoN can select appropriate improvement techniques, ranging from continuous quality improvement efforts to changes in basic work processes. Process changes as supported by information technology are a key element of an overall improvement program because it provides an approach for dramatically improving cost, quality, and speed of service within a relatively short time.

Diagnostic Criteria and Assessment Questions

1. The DoN engages in process improvement efforts to create order-of-magnitude improvements. (corresponds to IM Best Practices # 6)

- Does the DoN have a process improvement program?

- Does the program include projects expected to result in order-of-magnitude improvements in cost, quality, and/or service delivery?

2. Process improvement projects are customer-oriented and focused on core business processes. (corresponds to IM Best Practices # 6)

- Has the DoN identified its customer needs and the core processes that service those needs?

- Do the improvement projects focus on core mission delivery processes?

3. The DoN uses information and IT architectures to support its process improvement. (corresponds to IM Best Practices # 6)

- Does the DoN architecture include standards for data, hardware, and software structures, and a standard configuration management process?

- Do internal customers and top managers participate in defining the standards and architectures?

Typical Problems: Organizations may not have a well-developed process improvement program in place that provides a robust variety of improvement techniques. Organizations may not understand their customer's needs or the work processes that support those customer needs, and/or they may lack performance measures that determine how well they meet those needs. Improvement efforts may be leading to the development of more stovepiped information because the organization lacks architectural standards to guide major changes in information systems.

Benchmark Matrix

Diagnostic Area 4: Focus on Process improvement in the context of an architecture

Critical Issue: Is the DoN focusing IM goals, strategies, and resources on core process improvement within the context of an organization-wide architecture?

Unstructured (Level 1)	Being Drafted (Level 2)	In Implementation (Level 3)	Institutionalized (Level 4)
Diagnostic Criteria 1			
☐	☐	☐	☐
There is no DoN-wide program for process improvement.	A DoN-wide improvement program is being established that includes process improvement, but it effectively targets only a small number of core business processes.	An established process improvement program is in place; however, implementation is not consistent, strongly supported, or effective.	DoN engages in process improvement or other process improvement efforts, focused on order-of-magnitude improvements in cost, quality, or customer service. Expected payoffs and risks are defined and understood by top executives.
Diagnostic Criteria 2			
☐	☐	☐	☐
Process improvement efforts (e.g., process improvement) are not focused on specific core mission delivery processes identified as problems. Project selection methods are not established;	Core business process have not been sufficiently analyzed for improvements with expected outcomes defined. Process improvement projects are not always strongly linked to customer needs.	Senior executives set priorities for improvement projects to ensure that they are directed at core processes. Implementation plans lack well defined performance indicators that link to customer needs.	Projects are customer oriented and focused on core business processes. Their priority for implementation is established and adhere to.
Diagnostic Criteria 3			
☐	☐	☐	☐
Improvement projects are stovepipe efforts, not integrated or guided by agency architectures.	Some limited IM architectural standards have been defined for DoN but are not implemented across Department	Comprehensive IM architectural standards covering data, systems and business models have been established to allow integration among projects, but they are not effective, generally followed, or enforced.	DoN consistently follows comprehensive architectural standards that govern data and technology. Also established procedures for mapping key processes and information flow.

Diagnostic Area 5: Manage IM Projects as Investments

Critical Issue: Does the DoN use an Investment Review Board (IRB) led by executive managers to make IM investment decisions, including initial funding decisions for proposed projects and periodic reviews throughout the project life cycle.

Significance: IM projects are increasingly vital for mission performance. Budget constraints, increasing customer demands, and the integration of services across DoN and DoD heavily rely on information resource capabilities. IM projects are now recognized as being strategic investments—important for the DoN's future-rather than just a necessary expense.

Diagnostic Criteria and Assessment Questions

1. The corporation uses an investment review board (IRB) led by executive managers to make key investment decisions. (corresponds to IM Best Practices # 7)

    • Is there an IRB?

    • Does the IRB oversee all IM investments?

    • Are senior program and information managers involved as active members of the IRB?

2. The IRB uses a disciplined process to select and review projects. (corresponds to IM Best Practices # 7)

    • What decision criteria does the IRB use to approve projects?

    • Does the board continue its reviews throughout a project's life cycle?

3. The IRB manages the proportions of expenditure on maintenance and strategic investments. (corresponds to IM Best Practices #7)

    • Does the IRB determine how much the organization spends on maintaining systems versus new developing projects?

    • What are the relative proportions of expenditures?

Typical Problems: An organization may not view information resource decisions as investment decisions. Instead, it may view an IM purchase as a short-term cost, something without any long term benefit. The organization may not have a systematic way to make or ensure implementation IM investment decisions. These decisions may be made by lower level managers with only pro forma senior management review. It may also be a cause for concern if the organization has an investment process, but the process is not based on well-understood criteria, or the decisions are frequently changed for reasons of expediency.

Benchmark Matrix

Diagnostic Area 5: Manage projects as investments

Critical Issue: Does the DoN use an investment review board (IRB) led by executive managers to make IM investment decisions, including initial funding decisions for proposed projects and periodic reviews throughout the project life cycle?

Unstructured (Level 1)	Being Drafted (Level 2)	In Implementation (Level 3)	Institutionalized (Level 4)
Diagnostic Criteria 1			
☐	☐	☐	☐ All major IM investments are approved by the IRB, made up of senior program and information managers.
The DoN has no central committee or review board, led by senior line managers, to make critical IM investment decisions. Information system projects are justified, developed, and maintained by a technical staff with little input from senior line managers.	An IM investment review board is in place with technical specialists applying ad hoc decision criteria to proposed project selection. IM investment review board meetings have no senior management representation.	The IM investment review board involves senior managers in some capacity. Line management involvement in IM issues is not well defined. The investment board lacks authority to enforce its decisions.	
Diagnostic Criteria 2			
☐	☐	☐	☐
IM projects are selected without any corporate strategy to meet short-term, narrowly scoped requirements. There is no consistent process in place to apply management decision criteria to all phases of the IM system life cycle.	Consistent corporate IM investment criteria are under development. The board does not consistently oversee projects through their life cycle. Projects are selected to meet immediate program needs, not strategic priorities.	The process for IT investment decision making reflects a long term strategy. IT spending is categorized by purpose, such as maintenance, enhancement, or new development. However, these fails to realize necessary commitment or adherence.	The IRB uses explicit decision criteria to select all IM projects. The IRB reviews all projects throughout their life cycle; levels and frequency of review depend on benefits, risks, and cost. The IRB controls the scope and length of new projects to reduce risks and increase their probability of success.
Diagnostic Criteria 3			
☐	☐	☐	☐
No emphasis is placed on developing strategic systems; appropriate emphasis is placed on enhancing or maintaining current systems.	The IRB is established and functional, strategic IM projects are being identified. Efforts are underway to develop an appropriate balance in strategic and short projects.	Strategic IM projects are defined but then there is often no continuity or insufficient commitment to move from strategy to investment to implementation.	Projects are clearly defined as strategic, maintenance, or development/ enhancement. The IRB determines how much is invested in each type of project.

Diagnostic Area 6: Build organization-wide IM skills to address mission needs

Critical Issue: Has the DoN established clear roles for line managers (as internal customer) and information resource managers (as suppliers), positioned a Chief Information Officer (CIO) as a senior manager, and established a IM/IT professional development program for line and IM managers.

Significance: This assessment addresses the DoN's efforts to build and maintain IM management skills. In the past, line managers delegated most aspects of information resource planning, design, and operations to technical professionals and consultants. These people knew little about mission delivery issues as they dealt with system delivery projects and applications. Today, IM is an inseparable part of mission delivery -- as important as policies, people, finances, and facilities. Line managers should understand how IM is important to their mission delivery strategies and performance. IM managers should have a sufficient understanding of mission delivery to ask meaningful systems design questions, provide advice on emerging technologies, and assess the continuation of existing IM services. IM management should be a function of all senior management.

Diagnostic Criteria and Assessment Questions

1. Line managers identify information needs, while IM professionals supply information products and services. (corresponds to IM Best Practices # 9)

    •   Do line managers take the lead in identifying their information and performance needs?

    •   How do IM managers and staff support line managers with products and services? Do they measure satisfaction of their services?

2. A CIO is placed as an executive management partner. (corresponds to IM Best Practices # 10)

    •   Does the position of CIO (or equivalent) exist, and has it been filled with a person experienced in both IM and general management?

    •   Is the CIO seen as credible and effective in improving IM strategies and service delivery?

3. The organization has an IM professional development program for line and information resource managers. (corresponds to IM Best Practices # 11)

    •   Does the DoN assess skills and training needs?

    •   Does the DoN provide line managers with IM training and IM officials with appropriate training on mission delivery?

Typical Problems: The corporation may have a problem in this area if line managers have little knowledge of or training in IM, and consistently delegate IM decisions to technical professionals or consultants. Another indicator is the placement of the IM function several levels below the corporate head, precluding top management attention.

Benchmark Matrix

Diagnostic Area 6: Build DoN-Wide IM Skills to address mission needs

Critical Issue: Has the DoN established clear roles for line managers and IM managers as internal customers and suppliers, positioned a Chief Information Officer (CIO) as a senior manager, and established a professional development program for line and IM managers?

Unstructured (Level 1)	Being Drafted (Level 2)	In Implementation (Level 3)	Institutionalized (Level 4)
Diagnostic Criteria 1			
☐	☐	☐	☐
Line and IM managers rarely benefit from one anothers' respective expertise when developing mission-based IT projects. Line managers do not assess the adequacy of information services, while IM managers do not look for or use line staff feedback. IM managers are not evaluated based on their contributions to business solutions.	Line and IM managers are enlightened and are defining their respective roles and responsibilities. Roles such as line involvement in project requirements formulation and project reviews has begun. Program costs and benefits are not always taken into account by IM managers.	Line/IM multi-disciplinary teams have been formed, and current and future IM skills have been identified. IM managers do not always use feedback from program managers in evaluating the quality of information services.	Line managers identify their critical requirements for IM support or services. They provide regular feedback on the quality and timeliness of service they receive from IM units. IM professionals are held responsible for providing services and support to line managers and staff.
Diagnostic Criteria 2			
☐	☐	☐	☐
The CIO, if there is one, has duties other than IM and has weak IM qualifications. The CIO, by his/her position in the organization, does not or cannot act as an advisor to senior line managers.	The CIO has IM skills and participates, at least some of the time, in agency improvement efforts as a bridge between IM and line managers. Senior line officials do not depend on the CIO to help develop solutions	The CIO works with program managers to implement IT solutions, and line managers depend on the CIO's expertise. The CIO is well versed in either IM or general management, but not both.	A CIO is placed as an executive management partner. Executives and senior line managers rely on the CIO's IM expertise and recognize his/her contributions.
Diagnostic Criteria 3			
☐	☐	☐	☐
IM professional development is not defined or implemented under a planned, structured program.	The DoN is cataloging its current and future IM skills requirements and defining the necessary training necessary to fulfill those requirements. Funding is available for this training.	Key activities, approval of a defined corporate IM training plan, IM certification, special technical training programs, are underway. Executive leadership is supporting with emphasis and funding.	The DoN has a IM professional development program for line and IM managers, creating a broad skill base. The DoN provides sufficient resources for training.

DoN Strategic IM Self-Assessment Response Sheets
(Please check only one in each category)

Level of Organization to which I am directly assigned
_ Secretariat Staff
_ OPNAV Staff
_ USMC Headquarters Staff
_ CINC Staff
_ SYSCOM Staff (Marine Corps)
_ SYSCOM Staff (Navy)
_ SYSCOM Field Activity _____
_ Fleet Unit _____
_ Shore Unit _____

My Command geographical location
_ East Coast
_ West Coast

My Military Rank or Civilian Pay Grade
_ 07 and above, SES
_ O-4 to O-6, GS-13 to GS-15
_ O-3 and below, GS-12 and below

My IM Job Responsibilities are best described as
_ Primary
_ Collateral
_ None

Category that best fits my primary IM professional skill
_ Program Manager (Generalist)
_ Project Manager (Applications/Data/Database)
_ Project Manager (Networking)
_ Project Manager (Customer Support)
_ Project Engineer
_ Other (Specify) _____

My Direct IM Job Experience
_ More than 10 years
_ 5 - 10 years
_ 2 - 5 years
_ Less than 2 years

My professional relationship to IM is best described as
_ Service Provider
_ Service User
_ Related IM Support (Contracts, Budget, etc.)

Summary Chart
DoN Perspective

When the assigned grades are transcribed from the individual Diagnostic Criteria charts to this Summary chart, it provides a quick overview of the overall maturity level of DoN IM.

Diagnostic Criteria	1	2	3	4
DA 1: Importance of IM to DoN				
1: DoN officials regularly assess their mission performance and identify potential contributions of IM.	☐	☐	☐	☐
2: Line managers are held accountable for achieving program results through use of IM.	☐	☐	☐	☐
3: DoN executives balance short-term and long-term approaches to improving IM performance.	☐	☐	☐	☐
DA 2: Integration of Strategic Planning, Budgeting and Evaluation				
1: DoN officials (a) identify and periodically reassess needs and priorities of customer groups, (b) incorporate needs into plans and goals, and (c) match products and services to customer groups.	☐	☐	☐	☐
2: Strategic planning, budgeting, and evaluation processes are (a) fully integrated, and (b) used to make key program improvement and IT investment decisions.	☐	☐	☐	☐
DA 3: Measure the Performance of Key Mission Delivery Processes				
1: The DoN consistently uses a mix of outcome and efficiency performance measures to assess the impact of IM activities on mission delivery and productivity.	☐	☐	☐	☐
2: Managers use performance data in key management processes. They use baselines and benchmarks as tools for developing improvement goals.	☐	☐	☐	☐
DA 4: Focus on Process Improvement in Context of an Architecture				
1: The DoN engages in process improvement efforts to create order of magnitude improvements.	☐	☐	☐	☐
2: Improvement projects are customer-oriented and focused on core business processes.	☐	☐	☐	☐
3: The DoN uses information and IT architectures to support its process improvement.	☐	☐	☐	☐
DA 5: Manage IM Projects as Investments				
1: The DoN uses an investment review board (IRB) led by executive managers to make key investment decisions.	☐	☐	☐	☐
2: The IRB uses a disciplined process to select and review projects.	☐	☐	☐	☐
3: The IRB manages the proportions of expenditure on maintenance and strategic investments	☐	☐	☐	☐
DA 6: Build Organization-Wide IM Skills to Address Mission Needs				
1: Line managers identify information needs, while IM professionals supply information products and services.	☐	☐	☐	☐
2: A CIO is placed as an executive management partner.	☐	☐	☐	☐
3: The DoN has a IM professional development for line and IM managers.	☐	☐	☐	☐

Summary Chart
Echelon II Perspective _____

When the assigned grades are transcribed from the individual Diagnostic Criteria charts to this Summary chart, it provides a quick overview of the overall maturity level of DoN IM.

Diagnostic Criteria		Maturity Level		
	1	2	3	4
DA 1: Importance of IM to DoN				
1: DoN officials regularly assess their mission performance and identify potential contributions of IM.	☐	☐	☐	☐
2: Line managers are held accountable for achieving program results through use of IM.	☐	☐	☐	☐
3: DoN executives balance short-term and long-term approaches to improving IM performance.	☐	☐	☐	☐
DA 2: Integration of Strategic Planning, Budgeting and Evaluation				
1: DoN officials (a) identify and periodically reassess needs and priorities of customer groups, (b) incorporate needs into plans and goals, and (c) match products and services to customer groups.	☐	☐	☐	☐
2: Strategic planning, budgeting, and evaluation processes are (a) fully integrated, and (b) used to make key program improvement and IT investment decisions.	☐	☐	☐	☐
DA 3: Measure the Performance of Key Mission Delivery Processes				
1: The DoN consistently uses a mix of outcome and efficiency performance measures to assess the impact of IM activities on mission delivery and productivity.	☐	☐	☐	☐
2: Managers use performance data in key management processes. They use baselines and benchmarks as tools for developing improvement goals.	☐	☐	☐	☐
DA 4: Focus on Process Improvement in Context of an Architecture				
1: The DoN engages in process improvement efforts to create order of magnitude improvements.	☐	☐	☐	☐
2: Improvement projects are customer-oriented and focused on core business processes.	☐	☐	☐	☐
3: The DoN uses information and IT architectures to support its process improvement.	☐	☐	☐	☐
DA 5: Manage IM Projects as Investments				
1: The DoN uses an investment review board (IRB) led by executive managers to make key investment decisions.	☐	☐	☐	☐
2: The IRB uses a disciplined process to select and review projects.	☐	☐	☐	☐
3: The IRB manages the proportions of expenditure on maintenance and strategic investments	☐	☐	☐	☐
DA 6: Build Organization-Wide IM Skills to Address Mission Needs				
1: Line managers identify information needs, while IM professionals supply information products and services.	☐	☐	☐	☐
2: A CIO is placed as an executive management partner.	☐	☐	☐	☐
3: The DoN has a IM professional development for line and IM managers.	☐	☐	☐	☐